An integral part of any search process is conducting reference checks on applicants. As the hiring supervisor, it is your responsibility to conduct detailed reference checks. These can be done on one finalist or on more than one, if completing multiple reference checks make sure to complete them at the same point in the process for each person.

**REFERENCE TIPS**

- Call, thank the reference for his/her time and describe the basic functions of the job the applicant has applied for.
- Inform the reference that responses are kept confidential.
- Pre-determine what you want to know, pin point what intrigues you about this applicant's role and how it molds with your position. You do not often have more than a few minutes to gather information.
- Make sure to ask all references the same information - (consistency is key)

**REMEMBER....**

- How would you characterize the effectiveness and efficiency of work performed by this person?
- What do you feel are the applicant's strengths and weaknesses on the job? What characteristics do you admire most about him/her?
- How did this person get along with the public or your clients? Did he/she represent your business in a positive and professional way?
- How would you characterize this person's attitude to change and learning new things?
- How dependable/reliable is the applicant?